



# **Competency Report for Coaching**

## **For Sales Agent**

**Carlos Brown**  
**Hunter Sales Model**  
**With ABC Company, LLC.**

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## ABOUT THIS REPORT

To find out more about how to interpret, understand, and apply the information in this report, we invite you to visit the [Caliper Essentials Competency Report for Coaching landing page](#).

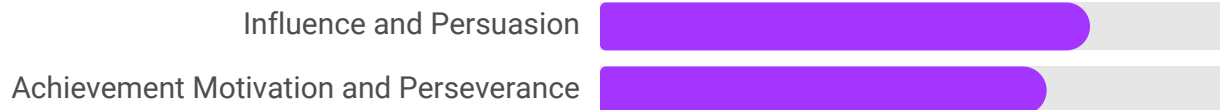
If you have additional questions about this report or how to apply these results, please feel free to reach out directly to your Talogy Account Team or call (609) 524-1400.

## HUNTER SALES

Carlos Brown is being assessed using the Caliper Hunter Sales Model.

## COMPETENCY OVERVIEW

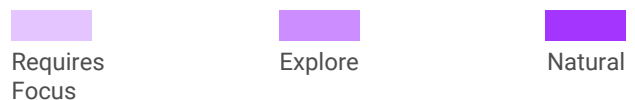
### CRITICAL COMPETENCIES



### IMPORTANT COMPETENCIES




### SUPPORTING COMPETENCIES





## KEY FINDINGS


These Key Findings outline the behaviors most likely to impact Carlos Brown's success in the Hunter Sales context, whether they serve as a strength or pose a challenge. Talogy suggests further exploring these areas to gain insight into this individual's potential for success in your role.

### Most Natural Behaviors

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Performs work tasks before being asked or before the situation necessitates action (Initiating Action)
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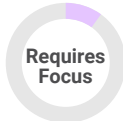
Pushes forward to achieve a close (Influence and Persuasion)
- 


Works to convince others to support an idea (Influence and Persuasion)
- 


Strives to exceed goals, targets, and standards (Achievement Motivation and Perseverance)

### Behaviors to Investigate

- 

Stays composed in challenging interpersonal situations (Composure and Resiliency)
- 

Responds constructively to unexpected complications (Composure and Resiliency)
- 

Uses logic and facts to make a compelling argument (Influence and Persuasion)
- 

Builds collaborative relationships and alliances (Relationship Building)

## COACHING QUESTIONS

As a next step, Talogy suggests reviewing the strengths and possible challenges outlined above with a manager, mentor, or coach in order to help Carlos Brown further develop professionally. Together, they can use the Coaching Questions listed below to start a constructive dialog, which could serve as the foundation of Carlos Brown's development plan. These questions are designed to put Carlos Brown's potential in the context of current performance.

### **Stays composed in challenging interpersonal situations (Composure and Resiliency)**

Think about a time when you faced adversity from a customer, colleague, or supervisor. What planning steps did you employ to ensure a positive resolution? What was the outcome? What were the long-term effects on the relationship? What did you learn from the experience?

### **Responds constructively to unexpected complications (Composure and Resiliency)**

Think about a time when you encountered unexpected complications when working on a high-impact project. What did you do to ensure your response was constructive? How did you have to alter your plans, and what impact did that have on the overall project? What did you learn from this experience, and how have you applied those lessons?

### **Uses logic and facts to make a compelling argument (Influence and Persuasion)**

Describe a time when you needed to communicate the value of a product, service, or solution within the framework of a client's priorities, goals, and budget. How did you ensure you targeted the specific needs of the situation, and what might you have done to enhance your efforts?

### **Builds collaborative relationships and alliances (Relationship Building)**

Think about a recent project where cross-functional collaboration was pivotal to success. Describe your relationships with the other stakeholders and your approach to working with the group. What impact did the group dynamics have on your efforts? What worked and what didn't?

## MANAGER RECOMMENDATIONS

Talogy recommends keeping these factors in mind if you bring Carlos Brown on board. It might be beneficial for Carlos Brown's manager to address the following areas.

### **Stays composed in challenging interpersonal situations (Composure and Resiliency)**

Coach this person on effective strategies that they can use during challenging or emotional interpersonal situations. Common strategies include pausing before replying, asking open-ended questions, and admitting feelings of stress to the other party. Role-play future interactions that may be stressful, and offer feedback following such interactions.

### **Responds constructively to unexpected complications (Composure and Resiliency)**

Remind this person to pause before reacting to unexpected complications. Quite often, initial reactions are charged with anxiety and are not always productive. Challenge them to identify opportunities to be constructive when responding to unforeseen circumstances. Question them, "What can be learned from this setback?"

### **Uses logic and facts to make a compelling argument (Influence and Persuasion)**

Have this individual anticipate and plan for the types of resistance they might encounter when trying to gain support for their recommendations. Ensure this person thinks through a logical way to make their argument, gathers supporting facts and details in advance, communicates the facts and the selling points prepared, and reaffirms their views if opposed.

### **Builds collaborative relationships and alliances (Relationship Building)**

Support this individual in determining the most important partnerships they should build for work-related purposes, whether those partnerships occur with colleagues in other departments or personnel outside the company. Encourage them to make a concerted effort to get to know these people on a one-on-one basis by making calls, having meetings or informal discussions, asking questions, and identifying areas of common interest. In addition, encourage this individual to continue to check in with these personnel on a regular basis so as to keep the lines of communication open and, subsequently, build stronger alliances.

## FOR FURTHER LEARNING

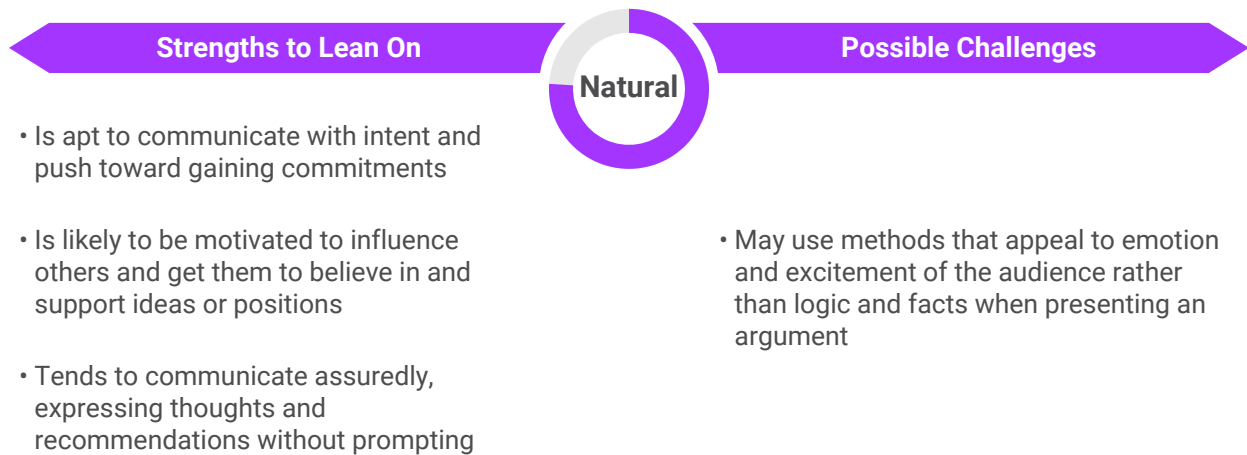
You can also use this report to create a personalized learning path for this individual based on their unique Caliper Profile results. To help Carlos Brown become more effective in the behaviors discussed in this report and within your organization overall, consider suggesting additional learning on the following competencies associated with those behaviors:

- **Composure and Resiliency**
- **Influence and Persuasion**
- **Relationship Building**

## CRITICAL COMPETENCIES

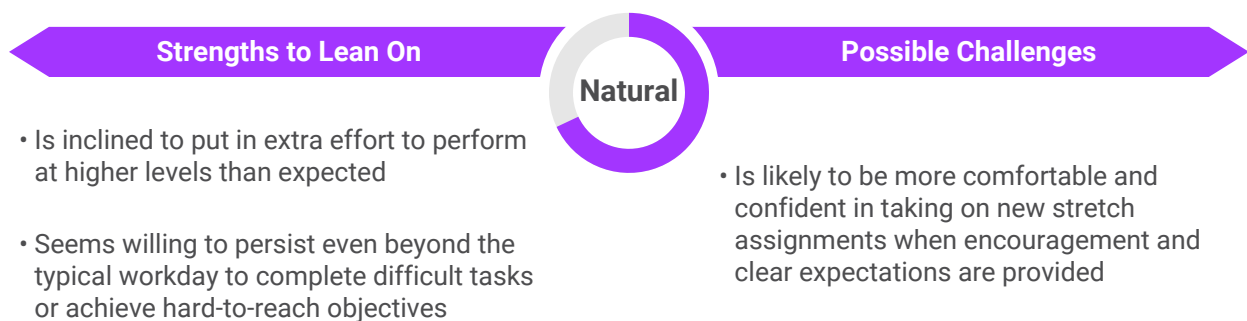
### Influence and Persuasion

Individuals who display this competency are effective in persuading, convincing, influencing, or impressing others in order to get them to support a specific agenda, make a specific type of impression, or take a specific course of action.



### Achievement Motivation and Perseverance

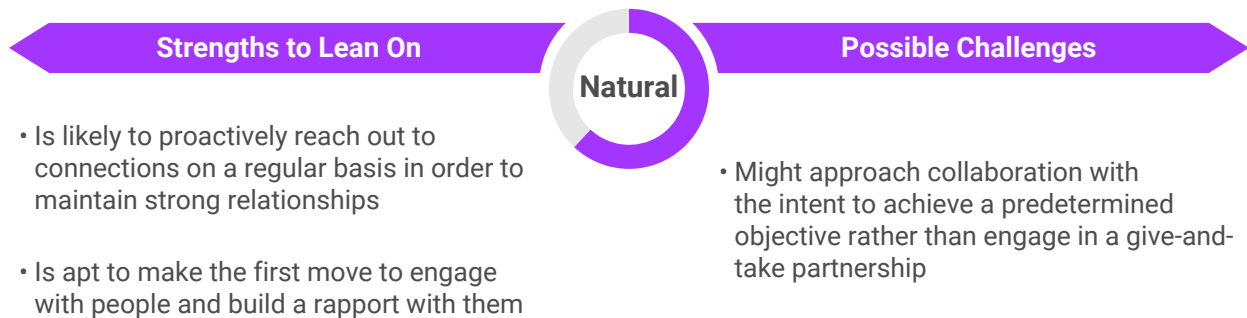
Those who show this competency display a determination to achieve ever-increasing levels of performance. This competency involves setting high standards and challenging goals for oneself, others, and the organization, and requires a constant focus on achieving and exceeding those goals.



## IMPORTANT COMPETENCIES

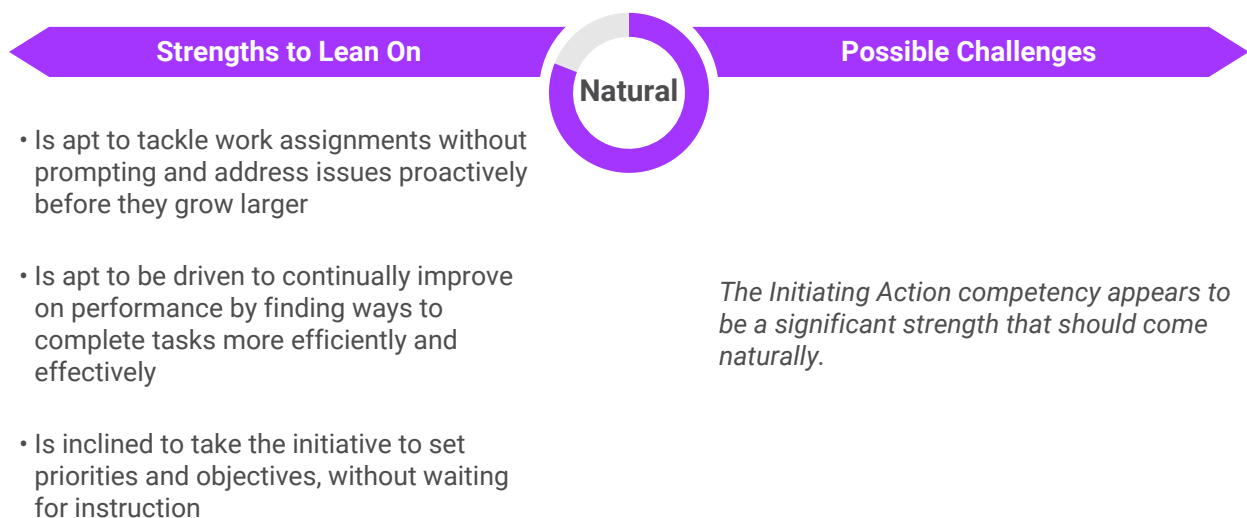
### Relationship Building

People who exhibit this competency develop effective long-term professional interactions with others based on trust: trust that they will always work toward the best interest of those involved and that they are sufficiently competent to provide positive results.



### Initiating Action

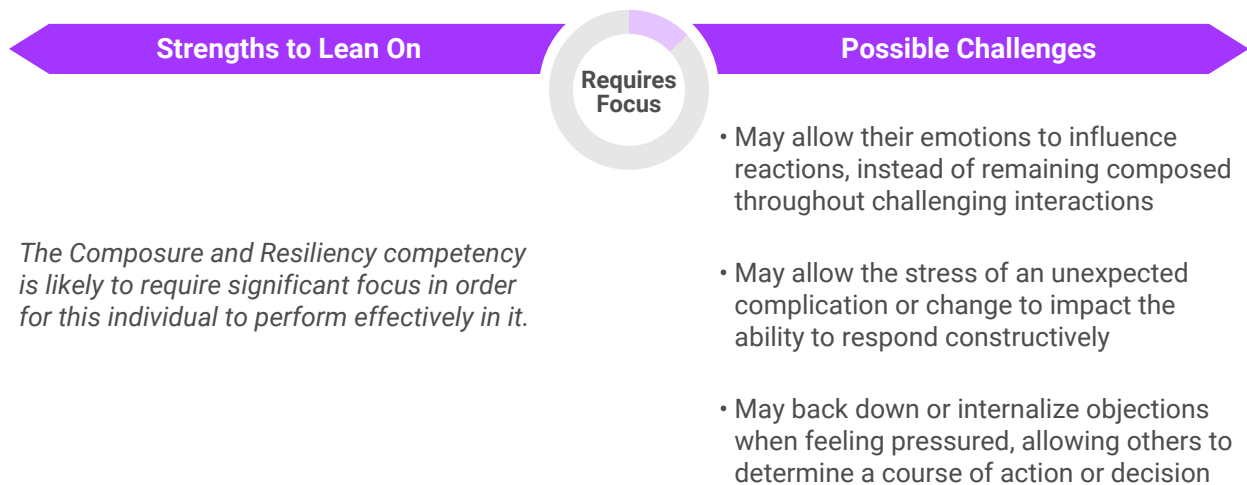
People who show this competency will tend to be self-starters and will take a lead role in improving or enhancing a product or service, avoiding problems, or developing entrepreneurial opportunities. They will often demonstrate a sincere positive attitude toward getting things done and will seek out additional responsibilities that may go beyond the scope of their formal job description.



## SUPPORTING COMPETENCIES

### Composure and Resiliency

Individuals who display this competency are able to deal effectively with pressure, maintain focus and intensity, and remain optimistic and persistent, even under adversity. This competency includes the ability and propensity to recover quickly from setbacks, rejections, and conflicts and to maintain self-control in the face of hostility or provocation.



### Active Listening

Individuals who exhibit this competency enhance mutual understanding in communicating with others by expressing genuine interest in, and providing full attention to, the content and meaning of others' messages.





## PREFERRED STYLES

This section of the report presents information about this individual's general style preferences and how that relates to a work context, rather than analyzing the person's fit with a specific Job Model.

## COMMUNICATION

### How does Carlos Brown prefer to communicate?

- **Motivators**

Having a clear path forward

- **Preferred Communication Environments**

Hierarchical; Command-and-control oriented

- **How to Communicate With Them**

Use facts and data to support viewpoints

- **Potential Stressors**

Indecision and perceived confusion around objectives and desired outcomes

- **Reaction to Stress**

Directing or telling in a seemingly arbitrary and/or forceful manner

- **How to Minimize Stressors**

Be clear and focus on the issues

## INTERPERSONAL DYNAMICS

### How does Carlos Brown prefer to interact with others?

- **Motivators**

Interacting with others and leveraging relationships to accomplish their own goals

- **Preferred Interacting Environments**

Competitive; Ambition-driven

- **How to Interact With Them**

Be direct and focus on the goal and whom to involve

- **Potential Stressors**

Loss of control and feeling excluded from impactful conversations

- **Reaction to Stress**

Becoming argumentative or controlling

- **How to Minimize Stressors**

Reinforce the value of their involvement

## PROBLEM SOLVING AND DECISION MAKING

### How does Carlos Brown prefer to solve problems?

- **Motivators**

Gaining social reward and receiving recognition; Mitigating regret and reducing apprehension

- **Preferred Problem-Solving Environments**

Consensus-based; Instinctive; Supportive

- **How to Solve Problems With Them**

Focus on social benefits and draw connections between people and the decision; Recognize their feelings and bring in others' views

- **Potential Stressors**

Getting bogged down in details; Causing others discomfort

- **Reaction to Stress**

Making decisions based on emotional bias; Deferring a decision, asking for permission, or searching for reassurance

- **How to Minimize Stressors**

Recognize their feelings and offer encouragement on the benefits of a rational approach; Clarify possible outcomes and advocate for them

## PERSONAL ORGANIZATION AND TIME MANAGEMENT

### How does Carlos Brown prefer to prioritize?

- **Motivators**

Completing tasks efficiently; Thinking through the details

- **Preferred Prioritizing Environments**

Highly scheduled; Procedural; Conscientious

- **How to Prioritize With Them**

Have a focused, agenda-driven discussion; Be prepared to provide details to address questions or concerns

- **Potential Stressors**

Unclear goals and unexpected changes; Being rushed and multitasking

- **Reaction to Stress**

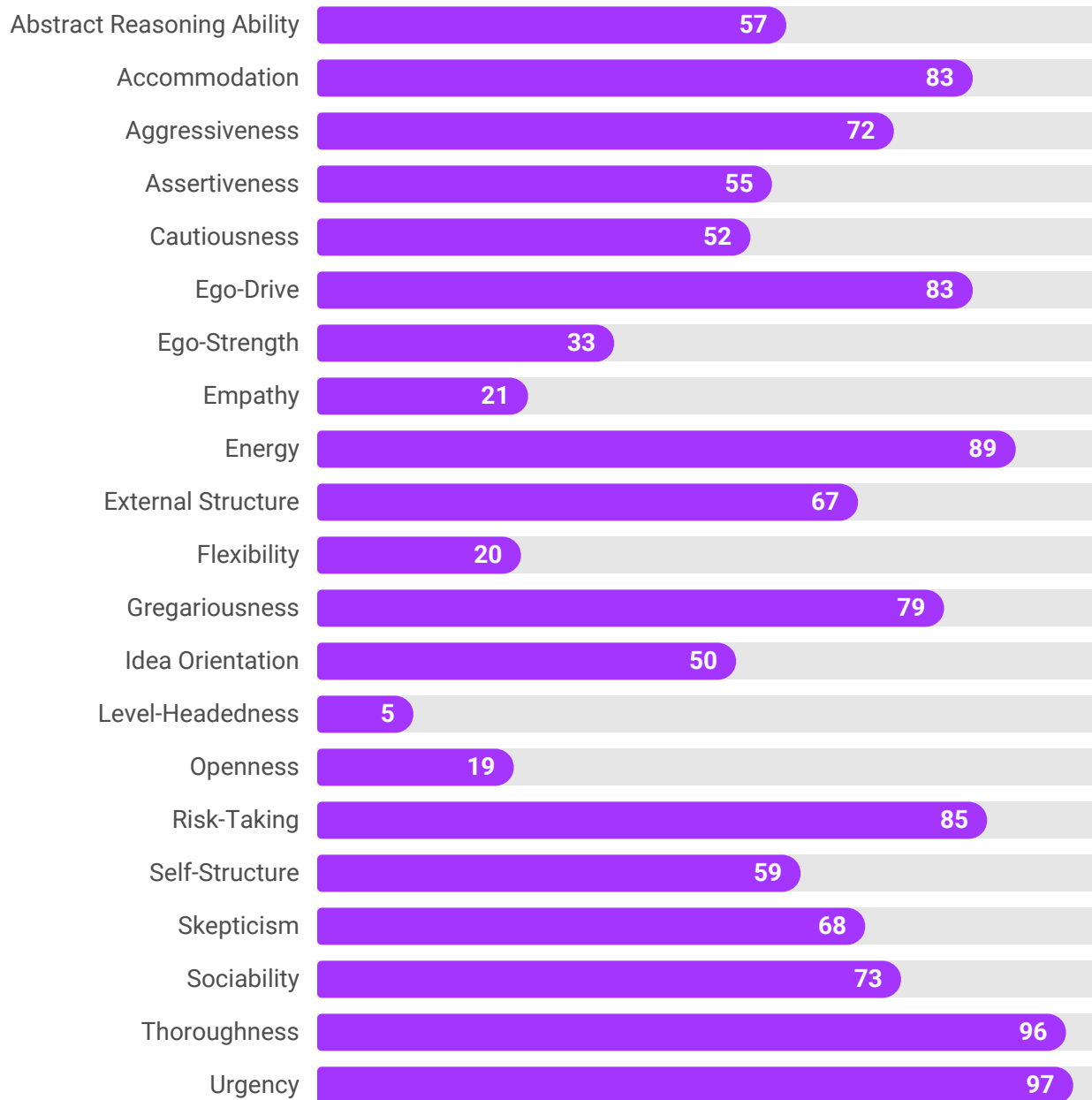
Showing reluctance to adapt to changing circumstances; Getting stuck in the details to the point of inaction

- **How to Minimize Stressors**

Define tasks and goals more concretely and avoid introducing changes; Allow them to focus on one project at a time

## CALIPER PROFILE TRAIT SCORES

This graph shows Carlos Brown's personality traits directly measured by the Caliper Profile. Each bar shows the percentile rank of how this individual scored on each trait relative to the appropriate Caliper norm group, which is a representative sample of the workforce. For trait definitions, please [click here](#).



The information provided in this report is based solely on data developed from the Caliper Profile assessment. It should be interpreted in light of other information that is available about the individual and should never be used as the sole basis upon which to make a hiring, development, or promotion decision. To make an informed decision about whether this individual is likely to be successful with your organization, Talogy advises you to use this report in conjunction with other knowledge about the candidate, particularly information from the individual's interview, résumé, and application as well as feedback from references.